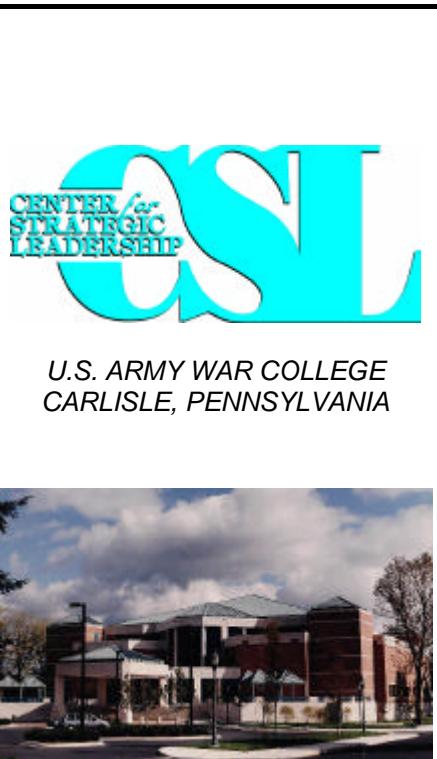


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EVOLVING POLICY FOR HOMELAND DEFENSE

By Professor Bert B. Tussing

Department of the Army Support Branch

On 5 March, at the invitation of the Commanding General, Marine Forces Pacific, Prof. Tussing addressed the second annual MARFORPAC Nuclear, Biological, Chemical Defense Readiness Seminar in Camp Pendleton, CA. Other speakers at the event included Dr. Anna Johnson-Winegar, Deputy Assistant to the Secretary of Defense for Chem-Bio Matters, and Dr. Bruce Bennett, Senior Analyst for Strategy, Force Planning, and Counter-proliferation, Rand Corporation.

Prof. Tussing's talk addressed recent important studies surrounding the Homeland Defense issue, its potential impact on the new Administration, and the effect that they may have in influencing legislation in the 107th Congress. Specifically, he addressed the results of the study from the Advisory Panel on Domestic Response Capabilities for Terrorism Involving Weapons of Mass Destruction (the Gilmore Commission); the Center for Strategic and International Studies' Defending America in the 21st Century; and the United States Commission on National Security for the 21st Century (the Hart-Rudman Commission).

The presentation highlighted several common threads in the three studies: a unanimous call for a genuine national strategy for Homeland Defense; a central office in the Executive Branch of the government to coordinate the disparate efforts surrounding Domestic Preparedness; and a single committee/working group to provide oversight on these issues in Congress. These matters will almost certainly be addressed in the White House and on the Hill in the coming year.

The presentation ended with a review of actions already underway in the White House and a forecast of legislative initiatives from the Hill. CSL will publish the content of Prof. Tussing's presentation in the near future.

CONVENTIONAL DETERRENCE IN THE FIRST QUARTER OF THE NEW CENTURY

By COL Jerry D. Johnson

Joint and Multinational Issues Branch

The Center for Strategic Leadership (CSL) and the Department of National Security and Strategy (DNSS) hosted the *Conventional Deterrence in the First Quarter of the New Century, A Strategic Workshop* at Collins Hall from 20-22 February 2001.

The purpose of this workshop was to review the role and importance of conventional deterrence to the national defense. Four groups examined future threats to the interests of the United States and assessed the feasibility and applicability of conventional deterrence in the context of disparate scenarios set in the year 2017.

Ambassadors Marshall McCallie, Larry Pope, Dave Litt, and David Passage actively participated throughout the workshop. Other participants included distinguished subject matter experts from DoS, DoD, GAO, OMB, USDA, and academia. Service representatives, personnel from the Joint Staff, JFCOM, TRADOC, and the Rand Corporation, and representatives from Canada and Australia also provided insights.

Prof. Mike Pasquarett of CSL's Operation and Gaming Division (OGD) headed the Army War College effort: COLs Dennis Murphy and Jerry Johnson from OGD, and Dr. Robin Dorff and COL Jef Troxell from the War College's Department of National

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Security Studies served as group leaders. Five outstanding briefings laid the basis for the workshop: Global Trends 2015, briefed by Mr. Tony Williams from the CIA; Strategy Overview, given by Dr. Dorff; Joint Vision 2020, briefed by Air Force LTC Karen Wilhelm of the Joint Staff; The Diplomatic Vision, by Ambassador Litt; and The Future of the Economic Instrument, by Dr. Michael Fratantuono of Dickinson College.

Two outstanding evening speakers also contributed to the success of the workshop: John Dancy, former NBC News Correspondent in Washington and overseas and a current member of the Hart-Rudman commission; and Dr. Christopher Lamb, the acting Deputy Assistant Secretary of Defense for Requirements, Plans, and Counter-proliferation in the Office of the Secretary of Defense.

Early findings highlight the importance of pro-active coordinated global engagement through the full spectrum of the elements of national power. Other important themes were developed: the necessity for an effective theater missile defense, the obligation to protect U.S. citizens at home and abroad, the fact that conventional deterrence is a contestable relationship that must be monitored continually, and the requirement that capabilities must be credible and demonstrable.

The issue paper from the workshop may be found on the Internet at <http://carlisle-www.army.mil/usacls/publications.htm>.

ARMY TRANSFORMATION WAR GAME LOGISTICS ESTIMATE SUPPORT

By Mrs. Kathy J. Perry
U.S. Army War College Support Branch

A broad spectrum of the military logistics community, including Air Force and Marine Corps representatives, participated in a workshop hosted by the Center for Strategic Leadership from 8 to 11 January 2001. The workshop was designed to prepare players and support materials for the Army Transformation War Game (ATWG) 2001. Participants developed lo-

gistics estimates and examined the Combat Service Support requirements for the Objective Force.

This workshop was part of a series of workshops designed to examine sustainment issues associated with the Army Transformation Objective Force. The Combined Arms Support Command (CASCOM) held the initial workshop in September of 2000. The workshops are an integral part of the ATWG process, receiving input from preliminary ATWG events and providing issues and input to other events. This workshop focused on Maneuver Sustainment Support situational awareness based on logistics preparation of the theater and the battlefield to develop a logistics estimate. The estimates were based on courses of action developed during the ATWG STAFFEX conducted in November 2000.

Participants of the workshop were assigned to either a Theater Team, headed by COL Donald Plater from DA DCSLOG, or a Corps Team, led by CSL's COL Scott Forster. The Theater Team was tasked to develop its estimate of logistics requirements and capabilities needed to support the selected course of action at the strategic level. The Corps Team was tasked to develop its estimate at the operational and tactical levels. A White Team was also established to oversee the Workshop, with CSL's Prof. Tom Sweeney, Professor of Strategic Logistics, serving as a mentor to the White Team controllers. These logistics estimates, and the resulting supportability implications for the selected course of action, will be used to shape operational Corps-level planning at the next ATWG STAFFEX.

On 11 January, the team leaders briefed their estimates to the TRADOC staff element responsible for ATWG planning, paying particular attention to issues and insights and to implications for CASCOM, Army Transformation, and the Objective Force. Some of the key issues included Assured Communications, Distribution Based Logistics, Contractors on the Battlefield, Pre-Position Float, and Shallow Draft High-Speed Ships.

The issues and insights identified during this workshop were analyzed and refined at a follow-on workshop designed to finalize the deployment and sustainment plan in support of the Army Transformation War Game scheduled in April.

RESPONDING TO ENVIRONMENTAL CHALLENGES IN CENTRAL ASIA AND THE CASPIAN BASIN

By Professor Bernard F. Griffard
Joint and Multinational Issues Branch

Environmental security is an excellent theater engagement vehicle for the geographic Commanders-in-Chief (CINCs). Since most environmental problems are transnational in nature and require multilateral cooperation for their resolution, they are valuable instruments for regional confidence building.

The U.S. Central Command (USCENTCOM) demonstrated the truth of this statement during its recent Responding To Environmental Challenges In Central Asia and The Caspian Basin theater engagement event. Conducted March 6-8, 2001, in Garmisch- Partenkirchen, Germany, this Central Asia-focused environmental security conference was co-sponsored by the Office of the Deputy Under Secretary of Defense for Environmental Security, the George C. Marshall European Center for Security Studies, and the Collins Center for Strategic Leadership.

Having identified disaster response planning as the conference focus, the CSL project team of Prof. Bernie Griffard, Dr. Kent Butts, LTC Ed Hughes, and COL (Ret.) Art Bradshaw, developed and delivered a final product built around a Crisis Management Simulation Exercise (CMX). The exercise employed resource persons from Latvia, the Philippines, Turkey, the US, the World Bank Group, and the NATO/ EADRCC as role players, mentors, and subject matter experts. This methodology allowed the participants to clarify the environmental issues central to the security of the region and emphasized

the importance of both military environmental stewardship and cooperative contingency planning in responding to these threats.

The Collins Center's successful efforts in this event made a major contribution toward confirming environmental security as the primary USCENTCOM engagement tool for Central Asia.

STRATEGIC CRISIS EXERCISE

By COL Greg Adams
U.S. Army War College Support Branch

The seventh annual Strategic Crisis Exercise (SCE) took place at the Center for Strategic Leadership, Collins Hall, from 19-30 March 2001. The SCE is the U.S. Army War College capstone exercise, providing students multiple opportunities to apply knowledge gained from course work throughout the academic year.

Conducted within a framework of Crisis Action Planning (CAP) and Execution, SCE creates an environment that allows students to assume leadership positions and to experience, first hand, some of the challenges that many students can expect to encounter during future assignments. While role-playing the traditional military positions as combatant and supporting military CINCs and Joint and Service Staffs, students also replicate senior leadership positions at the interagency level, including the Department of State, Office of the Secretary of Defense, National Economic Council, and the National Security Council. In those roles, students interact to develop policy options for dealing with crises. These policy options must then be recommended to faculty members who role-play the National Command Authority.

The exercise was set in the year 2009. Multiple crises, from small-scale contingencies to major theater wars, befall the U.S. Army War College students and frame the exercise environment. Assessing U.S. interests in the various crises, students must implement the National Security Strategy and National Military



SCE 2001 Mock Congressional Testimony

Strategy within the context of the elements of national power in time-sensitive situations. Through the interagency process, students develop Presidential Decision Directives and strategic guidance, allocate active duty forces, mobilize reserves, execute campaign plans, conduct press conferences, negotiate conditions of conflict termination with their international classmates, and provide congressional testimony to sitting Congressmen and staffers. Throughout the process, students are mentored by a cadre of Observer Controllers from the War College faculty.

The entire student body, U.S. Army War College staff and faculty, and invited guests from throughout the National Security Community are involved in the exercise. Mr. John C. Speedy III, Deputy Under Secretary for International Affairs; Ambassador Rozanne Ridgeway; General (R) Don Starry, former Commanding General, Training and Doctrine Command; and General (R) Edward C. Meyer, former Chief of Staff of the Army, were a few of the more than forty dignitaries who participated to add realism and to enhance student learning.

SCE is hands-on, strategic level leadership training of the highest order; it achieves realism and a sense of urgency by immersing students in the arena of the international strategic leader. As a recent War College Graduate put it, ". . . SCE paralleled life—I've been through the CAP process several times now with real world NEO and disaster relief operations, all while having to fight for resources with other CINCs. I've had to deal with the media, State, POLADs, and NGO/PVOs, and got more practical experience from the SCE than I ever thought possible. It could not

have been more useful. I only wish I had listened more."

KOSOVO AFTER ACTION REVIEW

By COL M. Pat Capin
U.S. Army Peacekeeping Institute

The U.S. Army Peacekeeping Institute hosted an After Action Review (AAR) at Carlisle Barracks, 6-8 February 2001, to examine Title 10 execution in the Kosovo area of responsibility (AOR). The goal of this AAR was to attempt to determine the nature of the Title 10 issues faced in the Kosovo AOR, to discuss those issues, and to recommend appropriate changes for future operations. In general, the scope of the AAR was limited to the time period after the initial entry into Kosovo had been completed.

The conference portion of the Kosovo AAR consisted of input from a wide variety of organizations. Participants analyzed four major themes: Management Oversight of the Force, Man and Provide the Force, Train the Force, and Sustain the Force. The themes comprised fourteen policy and procedural issues that were felt to be of the greatest value to the Chief of Staff of the Army (CSA), both in his Title 10 role and as a member of the Joint Chiefs of Staff. Four teams—one per each of the conference's major themes—validated the issues, analyzed the key concerns, and developed recommendations. These recommendations were then presented to a distinguished plenary panel.

Although KAAR, like most after action reviews, tended to focus on the negative, there were many positive comments made during the three days. The most common and most resonant of these was that the young troops, young leaders, and young staff officers performed brilliantly, often in very difficult situations. The Army must build on that strength, but should not be lulled into routinely depending on extraordinary performances to overcome predictable and preventable resource and training shortfalls.



SUPPORT TO THE VIRGINIA NATIONAL GUARD

By COL Peter Menk

Department of the Army Support Branch

Staff from CSL traveled to Fort A.P. Hill, Virginia to support the Virginia National Guard Judge Advocate General Biannual Workshop. The lead topic of the workshop was Post-Conflict, the Role of the Military in the Transition Phase.

The support included a presentation on the findings and recommendations of the Post-Conflict Strategic Requirements Workshop held at the Collins Center and hosted by CSL and the Office of Special Programs, Foreign Service Institute, Department of State. In addition, personal copies of the Army's Force Protection Commander's Handbook and Force Protection Blueprint were provided to the Staff Judge Advocate officer who is scheduled for deployment to Bosnia with the Headquarters of the 29th Infantry Division (Light), Virginia National Guard.

The workshop and accommodations were at the secluded and historic A.P. Hill Lodge, an appropriate social and business setting that helped to foster friendship and

cooperative exchange between the National Guard participants and the Army War College staff in attendance.

TACTICS, TECHNIQUES AND PROCEDURES MANUAL DEVELOPMENT CONFERENCE

By LTC Brent C. Bankus

U.S. Army Peacekeeping Institute

In August 2000, the U.S. Army Peacekeeping Institute of the Center for Strategic Leadership hosted a peacekeeping conference. The conference was attended by many of the TRADOC service schools as well as by several notable speakers representing a wide array of organizations. A recurring theme from that conference and from many after action reviews on peace operations was a need for an Army doctrinal publication on Tactics, Techniques, and Procedures (TTP) for Peace Operations.

In response to that concern, the Peacekeeping Institute hosted a Tactics, Techniques, and Procedures Manual Development Conference from 20-22 February 2001. The focus of the conference was to gather enough information for a Peace Operations TTP Manual Program Directive.

The conference addressed seven specific topics: What is the peacekeeping doctrine problem? What doctrine already exists?

What is needed? Who is the audience for such a document? What should be the scope of the manual? What areas are shared by the strategic, operational, and tactical areas? What should an outline (Table of Contents) contain?

The Combined Arms Doctrine Division (CADD) of Ft. Leavenworth is the proponent, and the U. S. Army Peacekeeping Institute (PKI) is the Preparing Agency for this effort. Conference attendees included representatives from the Armor, Infantry, Quartermaster, JAG, MP, Aviation, and Naval Post Graduate Schools, the Combat Maneuver Training Center and the Joint Readiness Training Center, and PSYOPS personnel from the JFK Center. Additionally, army units with recent peace operations experience—the 101st Airborne (Air Assault), and the 49th Armored Division—attended.

After some initial overview briefings, the participants were divided into two sub-groups to develop a draft outline for the proposed manual. That outline will be part of the Draft Program Directive to be started through the Army Doctrine Development Cycle this spring.

Attendees also agreed to provide input to the next draft outline, to provide PKI and CADD with pertinent current and proposed doctrine residing at their schools and centers, and to consider taking the lead in developing those sections of the manual where their organization clearly has the Army lead.

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